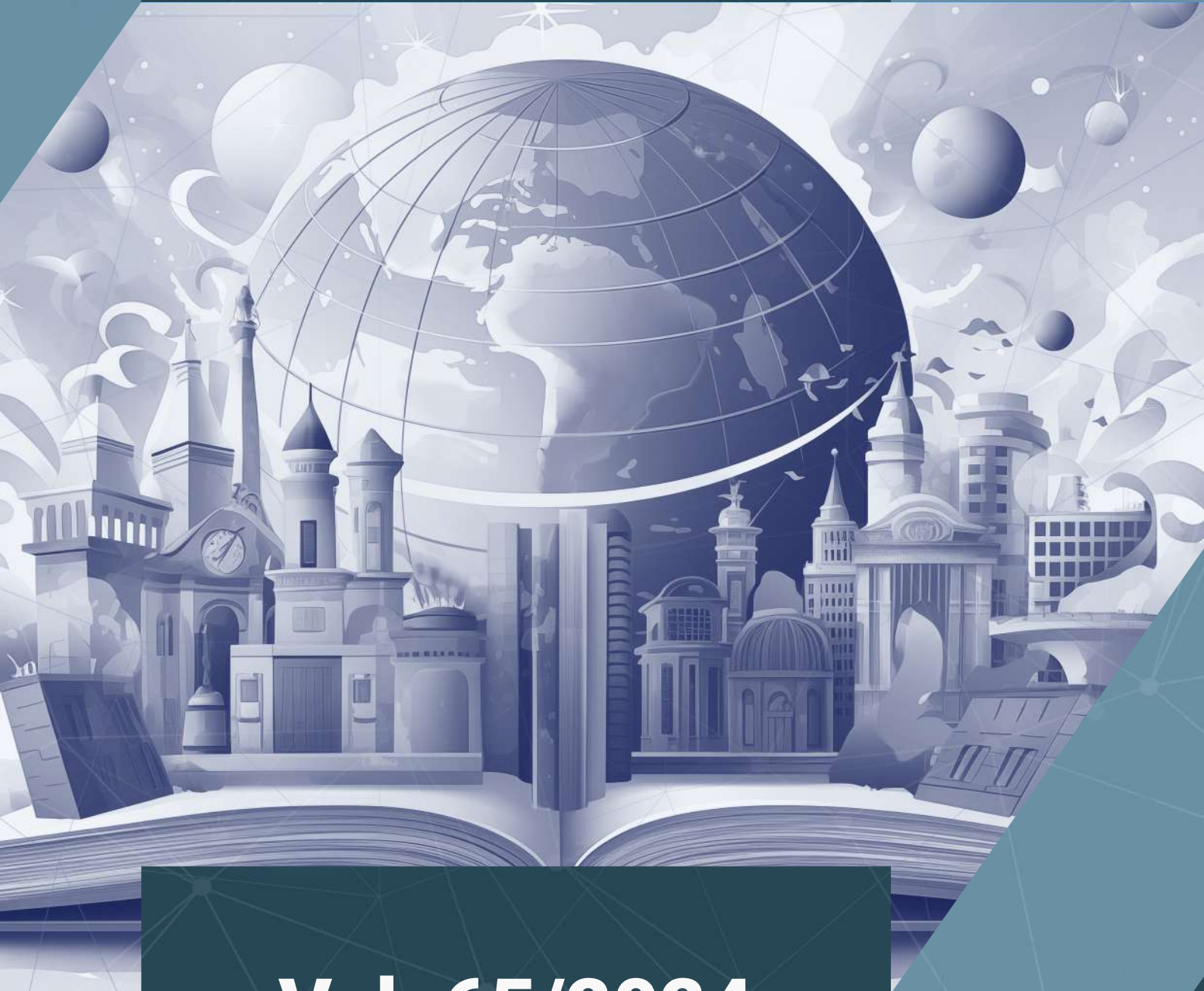




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# Organizational Culture in Improving the Performance of State Civil Apparatus at the Minahasa Regency Education Office

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## ABSTRACT

This research aims to analyze and describe Organizational Culture in improving the performance of civil servants at the Education Office of Minahasa District. The research method used is descriptive qualitative, with 4 informants. Data collection involves observation, interviews, and documentation. Data analysis includes data reduction, data presentation, and drawing conclusions. The findings indicate that, based on the research, the performance improvement of civil servants in the Education Office of Minahasa District (Department of Elementary and Junior High School Development) has been successful due to the competence of the Head of Department in providing clear instructions, guiding staff through motivation, setting an example of exemplary behavior, imposing sanctions and warnings when necessary, and conducting supervision over the staff..

**Keywords:** *Organizational Culture, Civil Servant Performance*

## 1. INTRODUCTION

Organization is a collaborative activity between people who have the same goal and work together to achieve that goal. In its activities, coordination of the activities of a group of people is carried out to achieve a common goal through the division of Labor and responsibility in authority and responsibility.

Organization according to Robbin (2006), is an effort towards a consciously coordinated goal of social unity with relatively clear objectives. The definition explicitly assumes the need to coordinate patterns of human interaction, including patterns of interaction among the organization's human resources. must be aligned and balanced so that the organization can continue to run.[1]

The government has an obligation as an executor to provide public services, this itself is contained in the Preamble to the Constitution of the Republic of Indonesia 1945 paragraph four which mandates the state and government to promote welfare by meeting the basic needs of the people of Indonesia. Law No. 23 of 2014 on Local Government, there is authority given to local governments to participate in carrying

out services to the community in accordance with the needs of each region.[2]

This is done so that the government can meet the needs and expectations of the community to medapat extreme best possible service. With the division of powers, each level of society can obtain a broad and coordinated administration. As well as encouraging each independent region to compete in creating progress, fairly and politely by displaying environmental content to offer the best support. In order for these goals and targets to be achieved, it is important to develop skilled and proficient human resources and have dreams and missions that are in line with the organization. because the development of the organization is driven by its human resources.

Considering the community's need for good quality administration ..[3]

and for that , the government needs to provide human resources, especially for the state apparatus so that they are capable, which meet the requirements and criteria. This is in accordance with the provisions of Law No. 5 of 2014 on the State Civil apparatus. Furthermore, Article 12 states that " employees of the State Civil apparatus act as planners, executors, and

supervisors of the implementation of the general tasks of government and national development through the implementation of public policies and services that are professional, free from political intervention, and clean of corruption, collusion, and nepotism. [4]

civil servants in their positions as state officials are obliged and required to act professionally, have a high work ethic, be responsible, neutral, innovate and competent, have integrity, and be able to be pioneers and role models for a more developed and United Indonesian state.

Organizations have a close relationship, closely and have continuity with one another. one of the important and very influential things in organizations is organizational culture, which is able to provide changes in the performance of any state civil apparatus. in Public Service Organizations, especially one who works as a state apparatus must have integrity, high discipline so that everything expected by the community can be realized as well and effectively as possible. this is because the main purpose of a democratic country is the interests of its people. Civil state apparatus that has a work motivation, ability, passion in work and high discipline will give birth to comparable work effectiveness so that it has an impact on the performance and achievement of the results of the objectives set[5]

The state civil apparatus as a profession has an obligation to manage, hone, and then develop itself and is obliged to account for its performance in the implementation of tasks. human resources is the most important aspect owned by an organization (Siagian, 2013), no matter how good an organization if it is not supported and managed by superior and competent human resources, the organization will not be able to run optimally so that sooner or later it will experience organizational failure[6]

Human resources (employee) is a strategic element in determining whether an organization is healthy or not, therefore employees are the key determinants of organizational success. For this reason, every employee is required to have knowledge, skills, and abilities, must also have experience, motivation, self-discipline, and high morale, so that if the performance of employees is good, organizational performance will also increase leading to the achievement of corporate goals.[7] The fundamental issue of the overall problems faced by each problem is human resources. Any condition from difficult external facts of the organization will be easily faced with solid internal conditions. [8]

Thus, local governments need to prepare human resources, especially the apparatus, which has the ability, qualifications, and criteria in accordance

with the provisions of Law No. 5 of 2014 on the State Civil apparatus. Article 12 of the law further details that employees of the State Civil apparatus act as planners, implementers, and supervisors of the implementation of general tasks of government and national development through the implementation of professional public policies and services, free from political intervention, and clean of corruption, collusion, and nepotism".[9] Civil servants, as the state apparatus, are expected to show a professional attitude, responsible, neutral, have a high work ethic, innovate and competent, integrity, and be able to play a role as an adhesive element of the Unitary State of the Republic of Indonesia.

The development of elementary and Junior High Schools in the Minahasa regency Education Office also seeks to create an organizational culture that has a good impact on the organization, this is seen by employees who strive for innovative behavior and try to provide good quality work. in realizing a good organizational culture, the Department of Education creates a vision and mission that gives a transparent picture so that all existing behaviors in the organization can be effectively and efficiently implemented.

The Department of Education is an institution authorized to manage and implement education for the nation's children, acting as a cultural transformer for the development of the government so that in the future it will give a qualified baton for the sustainability of the organization and is responsible for developing, improving the quality and coordinating elements of education in the Minahasa regency environment..

Found several problems based on the observations made by researchers that first problem is in the innovative yield where there is still a lack of self-awareness of the State Civil apparatus in action to create new things or creative ideas at the Office of Education in the field of primary and secondary school development so that the organizational culture has not been met evenly. The second problem is the lack of enthusiasm in working in this case the problem is where the State Civil apparatus in carrying out their duties lack of initiative, slow in completing tasks, and lack of competitiveness so that it is still not in accordance with the expectations of the Office of Education in the field of Primary School and junior high school construction.

This certainly affects the increase in office *pekerjaan*. The last problem is social relations such as communication between employees/staff in this case the problem is poor communication, where there is often a lack of clarity of messages conveyed by employees, causing confusion and misunderstanding between employees/staff lack of effective

communication between employees in the organization can also cause rumors and uncertainty. When information does not flow properly, collaboration and coordination between officers can also be disrupted.

The implementation of public services, according to Law No. 5 of 2014 called the State Civil apparatus, is a public servant / abdi negara who has responsibility for public services in order to realize the welfare of society. .

## 2. RESEARCH METHOD

This study uses a qualitative approach with descriptive type. a qualitative approach can make researchers follow and understand the flow of events chronologically, assess cause and effect in the scope of local people's minds and obtain many useful explanations. This study was chosen on the grounds that researchers need to gain a better understanding of the real and precise picture. [10] about how the organizational culture in improving the performance of the State Civil apparatus in the Office of Education District Office of Minahasa regency.”

Qualitative research is expected to describe in depth related phenomena that occur [11] in dissecting how organizational culture in improving the performance of the State Civil apparatus in the Minahasa District Education Office. whether the existing organizational culture in the Minahasa Education Office has been running well.

In this study researchers focused on researching about 1) giving orders 2) Work Productivity 3) Working Time 4) compliance with orders

## 3. RESULT AND DISCUSSION

Therefore, local governments must prepare human resources, especially the state civil apparatus, which must meet the requirements of Law Number 5 of 2014 on the State Civil apparatus in terms of capabilities and qualifications. Article 12 of the act further explains that " state government employees serve as organizers, agents, and managers of the overall execution of government obligations and public progress through expert execution of public strategy and administration, exempt from political intercession, and clean of contempt, intrigue, and nepotism. Government employees as a tool of the state should show mental expert, reliable, impartial, have a high hard work attitude, developed and capable, have honesty, and can complete its work as a foundation for the unity of the Republic of Indonesia. [12]

The Department of Education is an institution authorized to manage and implement education for the nation's children for the improvement of government command and as a foundation for the future of competent schools. The development of elementary and Junior High School components of Minahasa regency education is the responsibility of the Minahasa regency Education office (development of elementary and junior high schools). Based on observations made by researchers between February 13 to June 13, 2023.

Found several problems based on the observations made by researchers that first problem is in the innovative way where there is still a lack of self-awareness of the State Civil apparatus in action to create new things or creative ideas at the Office of Education in the field of primary and secondary school development so that the organizational culture has not been met evenly. The second problem is the lack of enthusiasm in working in this case the problem is where the State Civil apparatus in carrying out their duties lack of initiative, slow in completing tasks, and lack of competitiveness so that it is still not in accordance with the expectations of the Office of Education in the field of Primary School and junior high school construction.

This certainly affects the increase in office working. The last problem is social relations such as communication between employees/staff in this case the problem is poor communication, where there is often a lack of clarity of messages conveyed by employees, causing confusion and misunderstanding between employees/staff lack of effective communication between employees in the organization can also cause rumors and uncertainty. When information does not flow properly, collaboration and coordination between officers can also be disrupted. [13]

The state civil apparatus as a profession has an obligation to manage, hone, and then develop itself and is obliged to account for its performance in the implementation of tasks. human resources is the most important aspect owned by an organization [14] No matter how good an organization is if it is not supported and managed by superior and competent human resources, the organization will not be able to run optimally so that sooner or later it will experience organizational failure. Whether or not the organization depends on the original elements in it that are interconnected and related. In addition to the rules, it is necessary to have a good organizational culture in an institution. Which is able to provide changes in every performance of the State Civil apparatus. [15]

The implementation of public services, according to Law No. 5 of 2014 called the State Civil apparatus, is a public servant/state servant who has responsibility for public services in order to realize the welfare of society.

Organizations evolve along with the development and change of the organizational environment. In essence, organizational change cannot be released with environmental changes, instead the organization seeks to influence the environment to change. In the face of these changes, organizations must evolve along with the development of Science and technology [16]

The presentation of a government organization is a description of the achievement of the goals and objectives of a public authority as an elaboration of the vision, mission and expectations of that organization indicating the level of progress or objectives in the implementation of the tasks set by the organization. in accordance with the guidelines and rules that have been established and set. [17]

Organizational culture refers to a system of shared understanding held by members of an organization, which distinguishes the organization from other organizations. Based on this understanding, there are certain characters that an organization has so that it distinguishes an organization from other organizations. [18]

From the description above, it is clear that organizational culture is very important in improving the performance of the state civil apparatus because the existence of the state civil apparatus is an important part to support the smooth and fulfillment of organizational goals. Based on the results, the study shows that organizational culture in improving the performance of the State Civil apparatus in the Office of Education Minahasa regency can be seen in the following indicators:

### **3.1 Giving command.**

Based on the results of interviews conducted by researchers that organizational culture in the performance of the state civil apparatus seen from the indicators give orders that the head of the field has the ability to build communication well. With its friendly and sociable nature, the head of the division is able to adapt and adjust to his environment which makes the opportunity for the apparatus to ask about errors and obstacles encountered during the performance of duties so that they can be immediately corrected and resolved. As well as the amount of work experience by the head of the field makes it easier to give orders because the head of the field has increasingly understood the situation and conditions it faces.

### **3.2 Work Productivity.**

Based on the results of the interview, then in this research can be drawn a conclusion that the organizational culture in the performance of the state civil apparatus, based on the indicators of work productivity, can be drawn a conclusion that with the passage of this it can be judged that the good performance of the apparatus can occur because it is supported.

### **3.3 Working Time.**

Based on the results of interviews, then in this study can be drawn a conclusion that the organizational culture in the performance of the state civil apparatus, based on the indicators of working time can be concluded that the slowness of the apparatus is generally due to the distance traveled shows the workplace is relatively far.

### **3.4 Obedience To command.**

Based on the results of the interview can be drawn a conclusion that in giving the task to the apparatus always consider and adjust to the capabilities possessed by each apparatus.

## **4. CONCLUSIONS**

The author concludes that the organizational culture has been running well due to the skills of the head of division in giving orders well and guiding the apparatus by motivating the apparatus, providing examples of exemplary attitudes, sanctions and reprimands to the apparatus, and supervising the apparatus. Organizational culture also has a significant role in improving the performance of the state civil apparatus with the establishment and application of positive organizational culture values that can contribute positively to the productivity and efficiency of the state civil apparatus. Therefore, the understanding and application of a good organizational culture needs to be considered as a strategy to achieve increased work, especially in the field of coaching elementary schools and junior high schools of the Minahasa regency Education Office.

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